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FUNCTIONS AND ACTIVITIES

ASSESSMENT AND EVALUATION STAFF

The Assessment and Evaluation Staff is responsible for the coordination and implementation of all professional psychological services offered by the Office of Training. To meet this responsibility this Staff is composed of the Assessment Branch, the Training Evaluation Branch, and the Research and Validation Branch (Chart A).

In carrying out this responsibility, the general functions and activities of the Staff are to:

(a) Provide the Director of Training with qualified professional psychological assistance wherever indicated and requested.

(b) Organize, supervise, and administer adequate programs, staffs, and facilities within the United States to provide competent professional psychological services.

(c) Provide assistance and professional staff supervision for authorized professional psychological programs conducted overseas.

(d) Provide professional psychological assistance to the Professional Selection Panel and to other components of the Agency when requested, with the advice and consent of the Director of Training.

(e) Organize, supervise and administer an Assessment Branch with specific functions to include:

(1) The intensive psychological assessment of individuals referred, to help determine their suitability for particular types of positions, particularly those of a critical or sensitive nature.

(2) The development of a professional staff capable of accomplishing psychological assessments.

(3) The analysis of psychological factors important for success in intelligence work.

(4) The systematic study of assessment procedures to determine the effectiveness of the methods used and to improve and refine present techniques.

(5) The development of new techniques for use in psychological assessment.

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(f) Organize, supervise, and administer a Training Evaluation Branch with specific functions to include:

(1) Participation in the analysis of general training requirements, primarily to determine how various psychological techniques, may best be utilized.

(2) The development, direction, supervision and coordination of training evaluation procedures. The aim of this program is to provide a meaningful and complete record of what a student learned and what personality characteristics he revealed during training. This record would be used by:

- (a) the Professional Selection Panel in determining career suitability at the end of the probationary period.
- (b) the Office of Training, in evaluating and improving its own program.
- (c) the student's supervisor or sponsor in planning general career development and specific assignments.

(3) The development of new techniques for use in training evaluation.

(4) The systematic study of training evaluations to determine their effectiveness and usability and means of improving them.

(5) The development of professional psychological personnel to assist instructional personnel in analyzing course content where appropriate, in developing objective testing materials, in evaluating teaching techniques and in counselling students with learning problems.

(g) Organize, supervise and administer a Research and Validation Branch with specific functions to include:

(1) Systematic review of all research work undertaken by the Staff to insure that highest professional standards are maintained.

(2) Maintenance of liaison with all sources conducting psychological research outside the Agency to make certain that new developments and new techniques may be exploited and further developed by the Staff.

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- (3) Rendering statistical services necessary to carry out the research projects of the Staff.
- (4) Coordination of all research studies in accordance with priorities established by the Chief of the Staff.
- (5) Establishment of consistent reporting methods.
- (6) Establishment and maintenance of records basic to the activities of the Staff.
- (7) Development, improvement, and monitoring of (a) the EOD testing program, (b) the JCT testing program, (c) the language aptitude testing program.
- (8) Development of new testing and research programs as required.
- (9) Establishment and development of a staff capable of rendering suitable technical support to the other branches in experimental design, statistical evaluation, machine record procedures, and other technical matters.

#### Accomplishments and Objectives

##### Accomplishments

For the purposes of this paper, the accomplishments of the fiscal year ending 30 June 1953 are divided into two phases, Professional and Administrative.

##### (A) Professional Accomplishments:

(1) During the fiscal year just past, the Assessment Branch performed a total of 407 assessments. (83 additional cases were scheduled but were cancelled or failed to report.) An assessment involves two full days for the individual assessed, plus the necessary time for the assessment psychologist to evaluate the test results and to prepare the final report. Experience indicates that each assessment represents 1 1/2 to 2 1/2 days' effort for the assessment psychologist. On the average, four assessment psychologists each conducted two assessments per week.

The very nature of the professional problems involved contributes most to the number of man-hours required for each assessment. Time is also needed for experimental derivation of some of the processes,

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and for the training of even generally competent people to bring them to the high Agency standard. The special difficulties in assessing deeply covert cases also tend to reduce the number that each psychologist can assess. An intensive assessment program will always be time consuming, but the value of the time spent is reflected in better selection for sensitive and critical assignments.

(2) During the past year, steps were taken to provide a systematic check on the value of the assessment process. This is reflected best by the appointment of a research-liaison committee by the DD/P to work with A & E staff personnel in implementing follow-up studies of the effectiveness of assessment. It has not yet been possible to implement this new Agency policy by undertaking a specific study.

(3) Considerable progress was made in working out a basic program of assessment with resultant improvement both in the quality of the assessment and its reporting.

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25X1A14a (4) Considerable work was accomplished on specific phases of the assessment process. A very promising [redacted] was revised twice and is in use in three different programs. A [redacted] Test was revised and is being tried out for further modification. A test for measuring ability to analyze and interpret complex data was improved for our purposes. All tests in use have been systematically reviewed and the norms kept current for our population. Two new Situation tests or "live problems" were developed.

(5) Over 1,000 training evaluations were processed through the Training Evaluation Branch, and, wherever appropriate, reports on unsatisfactory progress were specially prepared after interviews and counseling sessions.

(6) A major accomplishment during the year was the development and initial tryout of a standard procedure for evaluating students in training. The evaluation form evolved for this procedure is now in use in the basic instruction series of courses and plans are being completed for extension to all Office of Training courses. Many problems are yet to be solved for this system.

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- (7) The library of objective test items was reviewed and the items reclassified. (This library is used in preparing tests to measure what is being learned in the various courses.)
- (8) Lectures and consultation concerning training evaluation problems were given.
- (9) Testing of all students entering training was a major program begun during the past year. This program was devised to produce information which could be used for the following purposes:
- (a) to produce more meaningful training evaluations (see the functions of the Training Evaluation Branch)
  - (b) to select and assign students in training
  - (c) to enable instructors to adapt their teaching to the capabilities of the staff
  - (d) to evaluate individual problems which might develop during training.

During the last six months of the fiscal year, 368 persons were tested as they actually entered a training program at the basic stages. During the last quarter of the fiscal year, 158 additional persons were tested as they entered on duty in the Agency, in anticipation of their entrance into the basic courses.

(10) Participation in the selection of candidates for the Junior Officer Training program (JOT) was another major activity during the fiscal year. A new battery of tests was developed and a total of 263 potential candidates were given a day's testing. The results and interpretations of these tests were transmitted to the Chief of the JOT program to aid him in making final selections. Psychologists from the A & E Staff administered these tests [REDACTED]

(11) The problem of testing and assessing foreign personnel in the field received study during the year, but work was limited by lack of qualified personnel. (One staff member spent the entire year overseas participating in one such program.) The overseas program in Western Europe was terminated due to factors beyond the control of the A & E Staff. However, the experience of this unit aroused great interest and resulted in more requests for A & E assistance than can be supplied by the present staff. A program for the Far East has been projected and plans are underway for a survey of needs so that professional assistance can be rendered. However, Agency-wide interest in this type of program has created the danger that programs will be introduced prematurely, without the professional study and control essential to their success.

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(12) A source of considerable concern was the increase in demand for assessments of deep cover personnel in areas outside our regular assessment site. The cost in time and money for this service exceeds that for any of our other service functions. During the past year, 86 special assessments of this type were conducted. The majority of these cases were accomplished in specially selected sites in Washington; but others were done [REDACTED]. However, operating officials in DD/P have placed great emphasis on this type of assessment, and repeated demands for the increase of this service have been made.

(13) During the past fiscal year, close liaison was established with the Psychiatric Division of the Medical Office. Interchange of information has been free and helpful. This has done much to dispel misconceptions about the role of psychological assessment and in many cases has resulted in prompt medical attention where the need might otherwise have been overlooked.

(14) Many instances during the past year indicated the validity of assessments, and the general acceptance of their usefulness. Because of the success of assessment in pinpointing problems that actually developed, two divisions have attempted to make assessment a routine requirement for all their personnel going overseas. No systematic way has yet been developed to obtain follow-up information on all persons assessed, but voluntary comments like the following are received:

- (a) "An individual was assigned in spite of contrary recommendation by assessment, and the problems he created cost the Agency a large sum of money plus many hours of high level personnel time."
- (b) "Seven cases where emotional problems were predicted developed emotional problems severe enough to warrant psychiatric attention, and in some of these cases considerable time and expense was involved in getting them back to the United States."

(15) From time to time, the Staff was called upon to furnish professional advice to various components of the Agency. These requests have included review of proposals, research studies, and techniques in such areas as psychological warfare and FI operations; as well as evaluations of proposals from outside sources. Some assistance has also been rendered the Testing Division of the Personnel Office in the area of research and validation. Various conferences were held with Placement Officers and Procurement Officers of the Personnel Office on psychological problems and techniques.

(16) The language aptitude testing battery has been administered to 101 individuals and results reported to those concerned.

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(B) Administrative Accomplishments:

- (1) A major change occurring during the period was the removal of the Staff from under the DD/TR(S), placing it directly under the D/TR. The scope of the services was thus expanded to general Agency needs. At this time, the A & E Staff provides assistance to both the TR(S) and TR(G) activities. The professional staff, however, has not yet been expanded to absorb all the new functions.
- (2) The three Branches were brought together in one location, as opposed to the four widely separated locations of the past, insuring closer cooperation, and making it possible to combine clerical and administrative services into a central pool. This has resulted in increased efficiency through the elimination of duplication of effort.
- (3) The general organization of the three branches was revised, providing for more effective supervision of personnel and a more equitable distribution of responsibility.
- (4) Within the framework of the Staff, efforts were made to define intra-office personnel policies. Salary levels were equalized and positions were defined so that each individual has a good understanding of his duties and responsibilities.
- (5) The record system was completely revised and is being centralized wherever possible. Duplication of records is being eliminated and a central master file system will provide guide references to files on hand.
- (6) Systematic reporting systems are being worked out, so that a record of work done in the Staff can be made a part of Agency Archives for ready reference. In addition, a separate file of assessment reports formerly maintained by the Personnel Office is being integrated into our files to eliminate duplication of effort and to establish professional control of assessment. This task is approximately 50 per cent complete.
- (7) The library of psychological literature was augmented and newly catalogued to permit more efficient use. A psychological test library was completed, catalogued and is now in daily use.
- (8) The machine records unit was reorganized to facilitate both operational and research activities. IBM cards were prepared to cover all assessments, all pre-course and JOT testing, and all training evaluations conducted during the period. Close cooperation has been effected between the A & E Staff machine records unit and the Agency unit, to eliminate duplication of effort.



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(9) The system for scheduling assessments from the clandestine offices was completely revised, and published procedures were issued. This procedure establishes a priority system, and clearly defines the scheduling process.

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Objectives for Fiscal Years 1954 and 1955

(A) Professional Objectives

(1) Fiscal 1954

- a. Augment the professional staff to the point where it can adequately discharge its expanded duties. A special recruiting trip is planned to accomplish this.
- b. Increase the effectiveness of the assessment process by:
  1. Revising the referral form.
  2. Further systematizing what is reported.
  3. Revising the procedure so that the professional skills of more members of the staff are brought to bear on the final judgment concerning the individuals assessed.
  4. Better organizing the efforts of junior staff members.
  5. Systematically collating information concerning procedures used.
- c. Implement the recently established policy concerning evaluation of the assessment process by surveying means of securing estimates of success on the job.
- d. Initiate more active programs to develop professional staff in those directions which best serve Agency needs.
- e. Introduce the newly developed core procedure for training evaluation in all group training courses.
- f. Implement the training evaluation policy concerning the use of objective measures by assisting instructors to develop objective tests of the knowledge they teach in each course.
- g. Develop a procedure to identify special problems or special talents while individuals are in training; and develop a method of reporting these findings.

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- h. Revise the EOD testing program to give it greater scope and permit quicker utilization of test results.
- i. Revise the JOT testing program to achieve better differentiation within this extremely able group.
- j. Initiate a study to improve the language aptitude testing program. This it is planned to do through contract.
- k. Coordinate all testing programs including that used for assessment purposes, to achieve greater testing efficiency.
- l. Initiate a special project of testing Agency personnel, to establish the standards necessary for full utilization of test results.
- m. Set up procedures and personnel to maintain routine validity studies of the training evaluation program.
- n. Develop a program for screening of indigenous personnel. It will be necessary to:
  - 1. Make a survey of [REDACTED] 25X1C2d  
[REDACTED]—a problem referred by FE. This will  
25X1C2d require the following time overseas:
    - (a) two weeks by Chief, A and E
    - (b) two months by Acting Chief, Research and Validation Branch, A and E
    - (c) up to six months by an additional staff member
  - 2. Carry out a basic study to determine whether test results can be interpreted similarly in different cultures. This it is planned to do through contract.

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(2) Fiscal 1955

- a. Undertake further studies on the assessment process, the nature of which will be determined by the results obtained during 1954.
- b. Initiate further follow-up studies to evaluate the success of the assessment program.
- c. Continue the professional development program.
- d. Begin a program for developing measures of skills, attitudes, and personality characteristics for purposes of training evaluation, taking up each course in accordance with priorities set by Director of Training.
- e. Begin a program for development of better situational tests for use in assessment.
- f. Begin follow-up studies for evaluating EOD and JOT testing programs.
- g. Continue work (through contract) on language aptitude testing program.
- h. Continue testing Agency personnel for purpose of establishing more meaningful norms.
- i. Continue routine validity studies of training evaluation.
- j. Continue studies (both in service and contract) aimed at developing a systematic and widely applicable procedure for screening indigenous personnel.

(B) Administrative Objectives

(1) Fiscal 1954

- a. Completion of the record system revision inaugurated during 1953.

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- b. Improvement in the system of routine internal reports, to permit better control and planning of A & E efforts.
- c. Initiation of a study to improve the methods of reporting results of training evaluation.
- d. Development of an SOP to facilitate operations of the Staff.

(2) Fiscal 1955

- a. Increase general efficiency of operation with particular reference to the use of machine methods.
- b. Install the system of routine reports to be developed during 1954.

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